

Section 1.2: Project Team/Lessons Learned



Section 1.2

Project Team/ Lessons Learned



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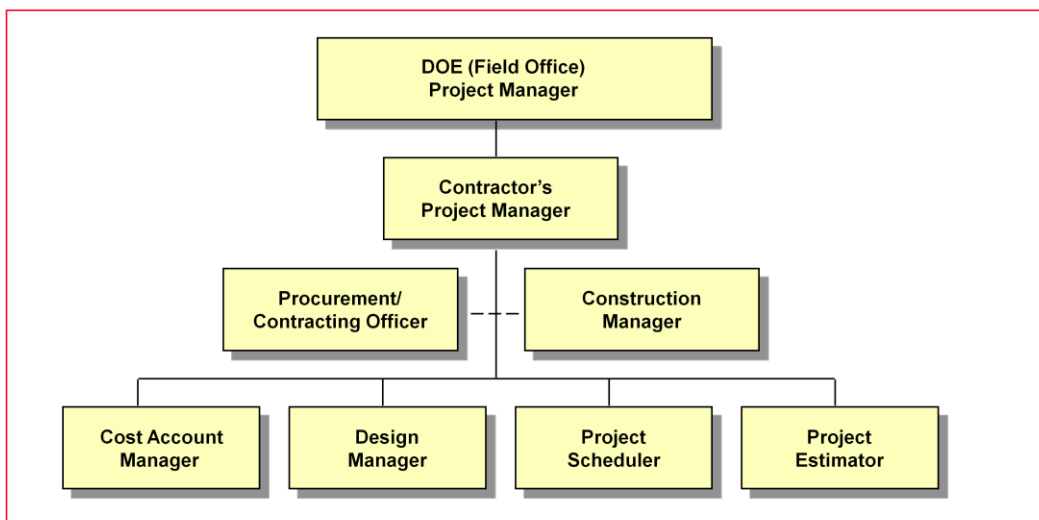
The project team is responsible for the development and accuracy of the project cost estimate. The cost-estimate team is the entire project team or a subset of the project team.

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Components of the Project/Estimating Team




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- The team may consist of not less than the following people:
 - DOE Project Manager
 - Contractor's Project Manager
 - Cost Account Manager
 - Design Manager
 - Project Scheduler
 - Project Estimator
- Additional project team personnel required as applicable to specific efforts might include the following:
 - Remediation Scientist
 - Remediation Engineer
 - Construction Manager
 - Procurement/Contract Manager
 - Quality Assurance/Quality Control Manager
 - Project Control Manager
 - Human Resources (staffing)
 - Other staff members as required
 - Applicable technical resources
- The cost-estimating responsibilities of each project/estimating team member are given on the following pages.

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DOE's Responsibility to the Project Team



<p>DOE HQ Program Manager</p> <ul style="list-style-type: none"> • Set national strategy • Issue policy and guidance • Establish and monitor project performance metrics • Act as demanding customer of field organization • Serve as program's informed advocate • Identify cross-site opportunities 	<p>DOE Field Office Project Manager</p> <ul style="list-style-type: none"> • Execute project • Monitor project • Conduct performance assessments • Project cost for budget and planning purposes • Keep HQ informed
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- IPABS shifts the responsibility of HQ Program Managers from involvement in detailed project management to planning, guidance coordination, and analysis of cross-cutting site issues.
- HQ programs need to be involved more at the “front-end” of the project and less at the “back-end.”
- Operations/Field Offices are responsible for all phases of program execution, including project monitoring, Project Officer performance assessments, projecting costs for budget and planning purposes, and keeping HQ informed.
- The HQ role is to set national strategy, issue policy and guidance, establish and monitor program performance metrics, act as a demanding customer of field organizations, and serve as the program's informed advocate with Congress and stakeholders at the national level.
- HQ will need to be able to identify cross-site opportunities to achieve the ten-year vision. To facilitate this shift in responsibility, HQ will need program managers who have a general understanding of site issues and program-wide interfaces.

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Cost-Estimating Team

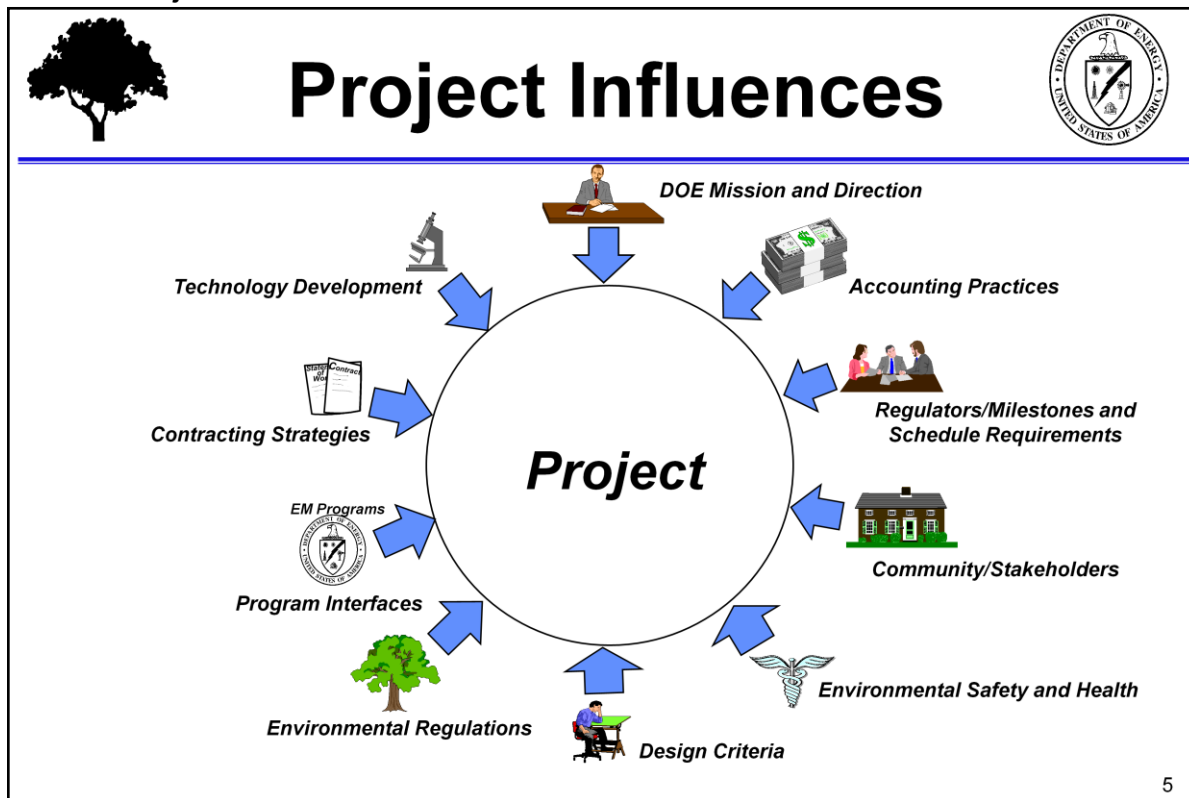


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- The cost-estimating team is the entire project team or a subset of the project team.
- The cost-estimating team consists of a group of professionals who are technically competent in their respective fields. The type of project will determine the team makeup and the necessary technical expertise.
- The team is collectively responsible for achieving the goals and objectives of a program or project.
- The estimator normally organizes and prepares the estimate for the project team.
- To have a quality estimate requires that the entire team be participants in the development of the estimate.
- Each team member is responsible for sharing relevant project information needed to develop the cost estimate.
- Team members may serve in more than one role on the team. For example, the project manager may also be the cost account manager.

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Project Managers/Project Teams must acknowledge and plan for the many internal/external influences that may affect a project's baseline.

These influences include, but are not limited to, the following items:

- DOE mission and direction
- Departmental accounting practices (i.e., impact of changing G&A rates, color of money, etc.)
- Regulator requirements (e.g., milestones, agreements, etc.)
- Community and stakeholder concerns
- Environmental safety and health requirements
- Design criteria (e.g., DOE orders, EPA requirements, etc.)
- Environmental regulations (CERCLA, RCRA, NEPA, etc.)
- Program interfaces and interdependencies
- Contracting strategies/restructions
- Technology development (effects of new technologies or the lack of a feasible technology to solve remedial actions)

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Responsibilities of the Team Members



Team Leader

**DOE Field Office
Project Manager**



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The DOE Field Office Project Manager's cost-estimating responsibilities include the following:

- The ultimate responsibility for the project lies with the project manager/team leader.
- Ensuring that the appropriate team members are involved as needed in developing the cost estimate.
- Ensuring the proper execution and completion of the cost estimate.
- Ensuring the appropriateness and accuracy of the cost estimate.
- Ensuring that the cost estimate is defensible.
- Ensuring that the cost estimate is maintained and updated as project-scope information is revised and refined.
- Ensuring that the cost estimate reflects the project plan.
- Ensuring that the project cost estimate is validated.
- Keeping Headquarters informed.

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Responsibilities of the Team Members





Contractor's Project Manager

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The Contractor's Project Manager's cost-estimate responsibilities include the following:

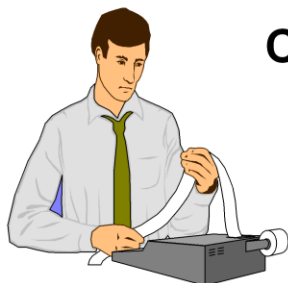
- Providing qualified resources for development of all aspects of the cost estimate.
- Ensuring that a project cost estimate is developed.
- Ensuring the completeness and accuracy of the estimate.
- Developing the project plan and ensuring that the estimate reflects that plan.
- Ensuring that the cost estimate is updated and maintained current.
- Defending the cost estimate.
- Ensuring that the appropriate risk assessment has been conducted to identify potential situations that will have a significant impact on overall project cost and schedule.
- The project manager is to develop the major activities (components/building blocks) of the project and the WBS to be used for the project.
- The project manager must document the assumptions that influence scope, schedule, and cost.

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Responsibilities of the Team Members



Control (Cost) Account Manager

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Discussion Leader/Facilitator Notes: *The Control (Cost) Account Manager (CAM) must be designated before or at the same time as the initiation of the request for the estimate.*

The CAM's cost-estimate responsibilities include the following:


- Identifying all work activities to be performed by contractors, subcontractors, or internal forces under control of the CAM.
- Auditing the detailed methodology used in the project estimate to ensure adherence with applicable guidelines.
- Ensuring that the estimate meets the reporting requirements of the project control system.

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Responsibilities of the Team Members





Design Manager

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The Design Manager cost-estimate responsibilities include the following:

- Ensuring that all drawings, specifications, and other relevant documentation applicable to the technical direction of the project are formally transmitted to the estimator.
- Ensuring that a written cover letter listing transmitted documents is included with the documents.
- Ensuring that transmitted documents are the latest versions.
- Providing the estimator with timely responses to queries.
- Defining drawings or sketches and limitations of the contractor or subcontract scope of work as identified by the CAM.

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Responsibilities of the Team Members



Project Scheduler


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The Project Scheduler is responsible for the following tasks:


- Working closely with the project estimator to ensure that the schedule and the estimate are appropriately integrated.
- Providing the Project Estimator a schedule that demonstrates the critical path consistent with the latest official technical scope.
- Identifying sequentially required activities that may affect the project cost estimate.


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Responsibilities of the Team Members





Project Estimator

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The Project Estimator is responsible for the following tasks:

- Developing, reviewing, reconciling, and presenting the project estimate.
- Developing quantity from the project source documents (scope of work, drawings, sketches, specifications, etc.).
- Ensuring that historical cost data are used where appropriate.
- Identifying the price sources and labor-adjustment factors that were used in the estimate.
- Maintaining the complete project estimate documentation file.
- Identifying types of resources, crew size, and mix for resource loading into the schedule (with assistance from the team).
- Present the cost estimate in current year dollars, net present dollars, escalated dollars, contingency, etc., as requested.

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Responsibilities of the Team Members



Team Reviews and Responsibility Sign-off

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- The project cost-estimating team is responsible for reviewing all estimating documents produced.
- The estimator is responsible for distributing copies of the estimate documents to the team for review.
- The project team review must provide a detailed review of all Statements of Work and elements of cost contained in the estimate and supporting documentation.
- All team members must be identified and must indicate their respective areas of responsibility in the preparation of the cost estimate.
- Sign-off responsibilities vary from site to site and organization to organization.

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Be careful to ensure that management is part of your team!

- The project manager is responsible for keeping management informed about the project.
- The project manager is responsible for ensuring that the project scope is clearly defined.

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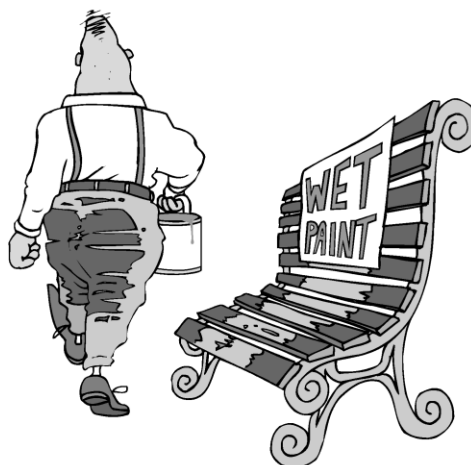


Lessons Learned



Team

- Roles
- Work Efficiency



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Discussion Leader/Facilitator Notes: *The facilitator is to encourage discussion and lessons learned related to cost-estimate team roles and responsibilities.*

Roles

1. Does everyone agree with the team and players and their various roles as defined?
2. Have any breakdowns in communication or action occurred because people either didn't perform their roles or tried to do someone else's role?
3. What was done to correct the situation?
4. Does a better organization or definition of the roles exist to ensure better work efficiency? [For example, would written roles provided by the project manager at the start of the project (or a change in a person's assignment) be more effective?]

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Work Efficiency

5. In addressing the roles of each team player, what could be done to improve the efficiency of the effectiveness of the overall team? (For example, are there too many project meetings or not enough?)
6. Do data necessary for your work get lost for days, or do these get to you quickly?
7. Do things shut down when team members go on vacation or have other special assignments to which they must attend?
8. Do you have all the data and tools you need to do the job?
9. How much do you think you are overmanaged or second-guessed by the project manager? How did you respond? What can be done to prevent or alleviate this?
10. How active are the stakeholders in the cost estimating process? How much should they be included? How should this issue be addressed?

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